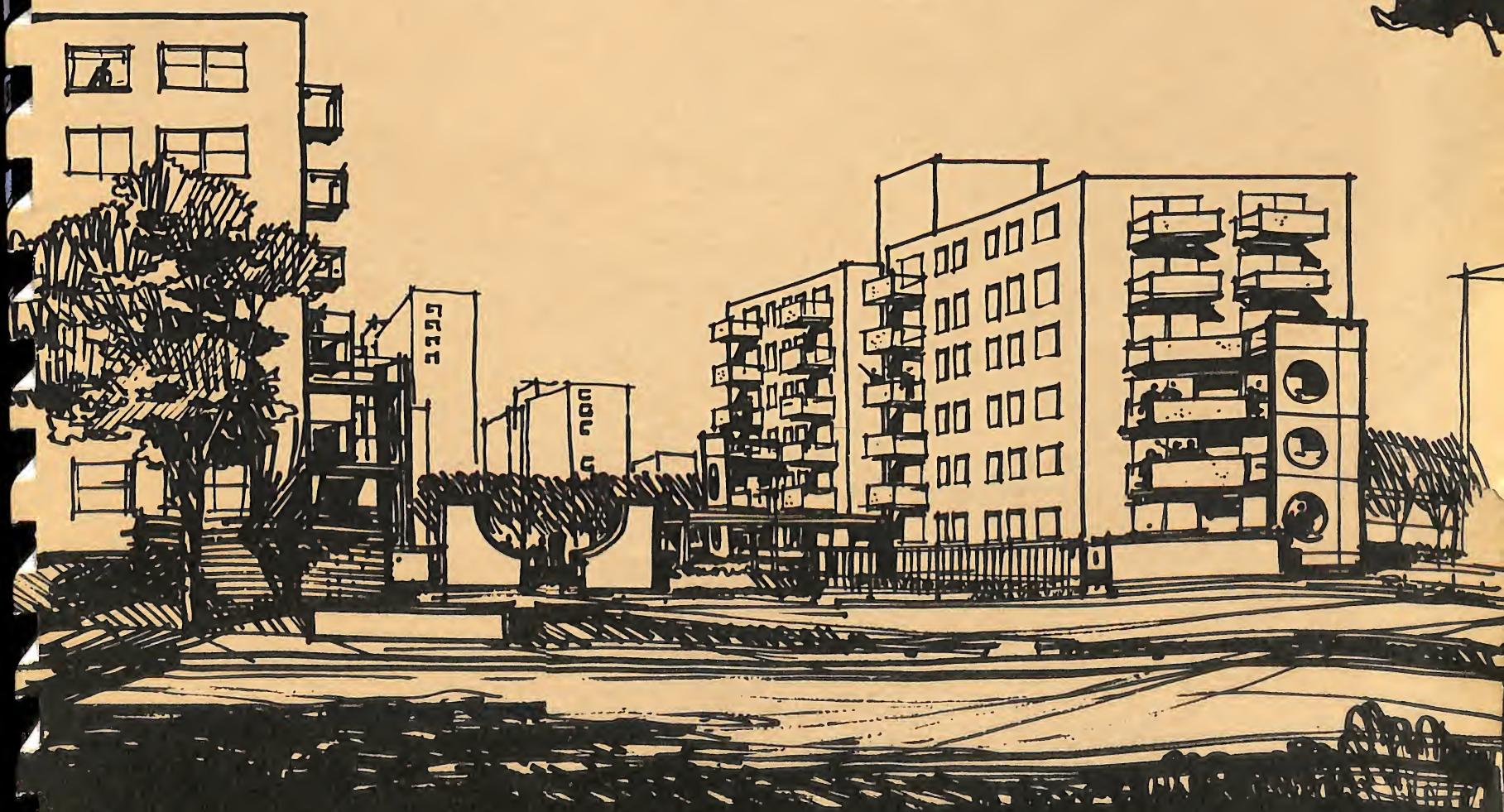


Application for:
**Comprehensive
Modernization**
Cochran Gardens



St. Louis Housing Authority
Cochran Gardens TMC

June 26, 1980

EXECUTIVE SUMMARY

During the latter part of 1977, the newly elected administration of Mayor James Conway, the Community Development Agency and the St. Louis Housing Authority agreed to initiate a major planning effort for the long-term rehabilitation of the City's seven conventional public housing sites. The City of St. Louis has taken the following steps during the last two years in support of its commitment to its public housing program:

- Allocated \$350,000 CDBG to the Housing Authority for comprehensive planning of its seven conventional family developments.
- Allocated \$1.6 million for a new community center at Cochran Gardens.
- Committed 10% of its annual CDBG allocation to the St. Louis Housing Authority through 1982.
- Committed \$360,000 of its CDBG for Title XX match on behalf of the SLHA's \$1.4 million Social Services program.
- Committed \$1 million in CDBG to finish the renovation of building A-6 in Cochran Gardens.
- Committed \$300,000 for the acquisition of the play field.

A major planning effort by the Authority began with the Cochran Gardens development located on the northern end of the Central Business District, and long in need of major renovation. The Cochran complex was selected as a demonstration project because of its proximity to downtown and the strong participation of its community in the daily management operations of the development. Cochran Gardens is the site of one of four Tenant Management Corporations in St. Louis, and has made major strides since its inception in

June, 1976 in reducing vandalism and crime and providing increased services to its residents.

A comprehensive physical plan for the total rehabilitation of Cochran Gardens was submitted to HUD as part of a St. Louis Urban Development Action Grant proposal in early 1978. As a result, the Cochran plan received an initial \$5 million modernization award under the Urban Initiatives program which will permit the completion of approximately one-third of the site. The remaining funds needed to carry out the program are being sought in the following submission under the Comprehensive Modernization Program.

The rehabilitation program designed by the Authority, The TMC, and its professional consultants avoids the traditional "piecemeal" approach to modernization and seeks to restore Cochran Gardens as a viable public housing resource within what is planned as a racially and economically integrated neighborhood. Specific elements of the plan were developed to respond to the following concerns:

- Reducing the density in each building by reducing the number of families, and providing expanded living area to those who remain.
- Moving larger families to lower floors and to properly sized units.
- Redesigning the mix between large families, small families, and the elderly.
- Developing community space on the site for day care, recreation, and other "software" activities.
- Creating a site plan which addresses the shortage of parking, lack of play areas, and the lack of landscaping throughout the development.
- Addressing the major deferred modernization items involving mechanical systems, electrical wiring, elevators, lighting, and apartment improvements.

- Insuring that no family which is in compliance with its lease will be transferred from the Cochran Gardens neighborhood.

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ST. LOUIS HOUSING AUTHORITY
COMPREHENSIVE MODERNIZATION APPLICATION
FOR COCHRAN GARDENS

A. HISTORY AND BACKGROUND

The following application is made by the SLHA under the Comprehensive Modernization Notice H80-15 for the substantial rehabilitation of the Cochran Gardens development.

Cochran Gardens is a highrise family complex built in 1952 on a site of 18 acres with 704 dwelling units. The development includes twelve buildings of brick and reinforced concrete ranging from 6 to 12 stories. The site adjoins the DeSoto Carr Urban Renewal Area and is located in the midst of commercial and light industrial uses immediately north of the Central Business District and the Cervantes Convention Center.

The history of Cochran Gardens is typical of the large family conventional developments built in St. Louis and other major urban areas during the 1950's and early 1960's. Its initial occupants were largely white and part of the "submerged" middle class seeking permanent jobs in the period following World War II and the Korean War.

As the middle class white and black populations began to leave the City of St. Louis between 1960 and 1970 (which accounted for a loss of 250,000 people or a third of the 1960 census), the St. Louis Housing Authority was left with an increasing number of dependent families and elderly whose sole source of income was a form of transfer payment. The Housing Authority was increasingly unable to maintain and operate its conventional sites from rental income and to respond to the complex set of social problems encountered by its large, low-income families. The Cochran development began to fall into serious disrepair by the mid 1960's, and because of the PHA inability to make major capital improvements until 1977, the complex was an appropriate candidate for the Urban Initiatives and now the Comprehensive Improvement Programs.

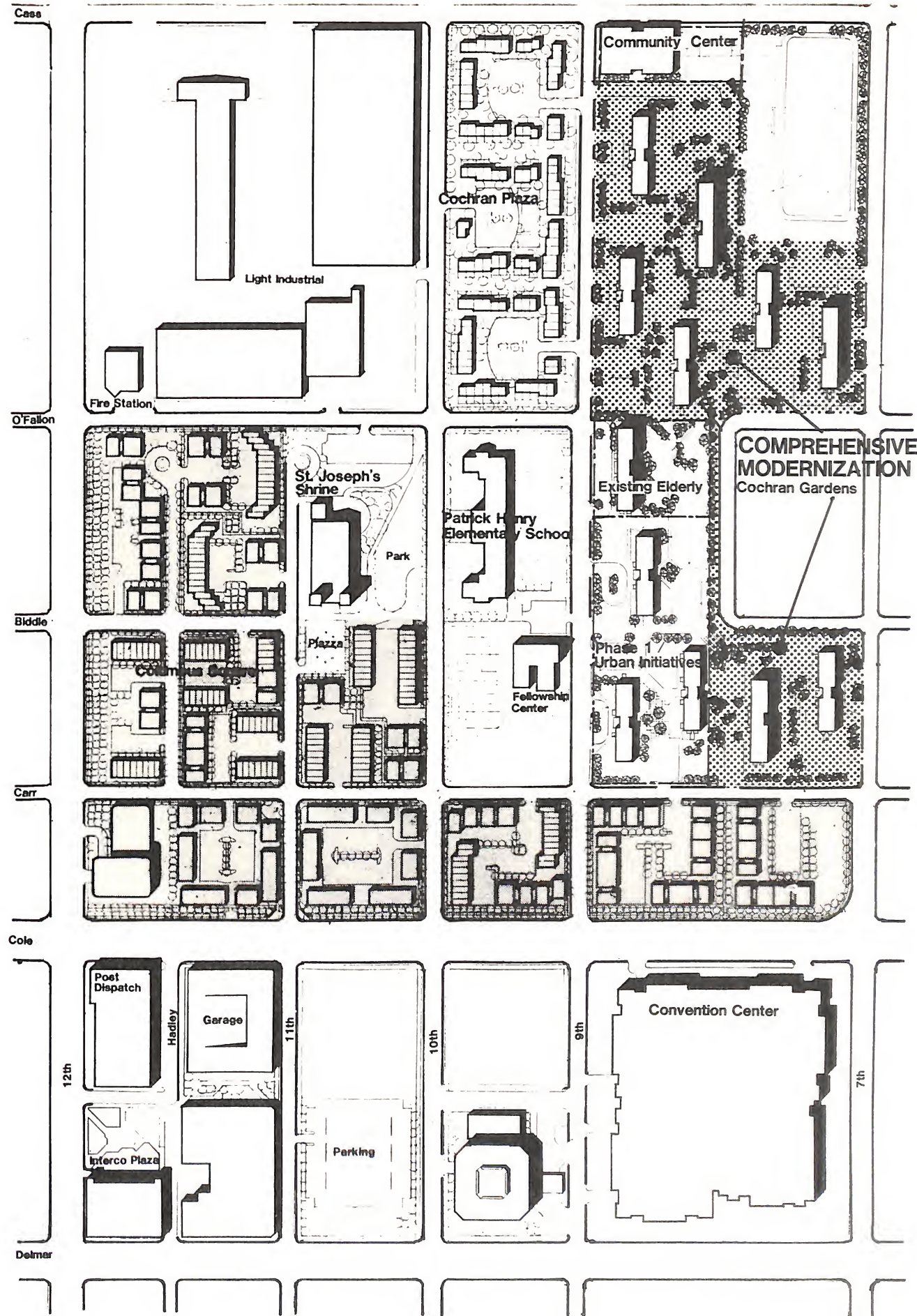
The Housing Authority in 1968-69 sought to increase its rental income and to stave off bankruptcy by converting its graded rent schedule to a traditional private market schedule which assigned rents strictly on the basis of unit size. This precipitated an unprecedented rent strike in 1969 which eventually led to several major management innovations in Authority operations. The first of these was a program of tenant management which was jointly supported

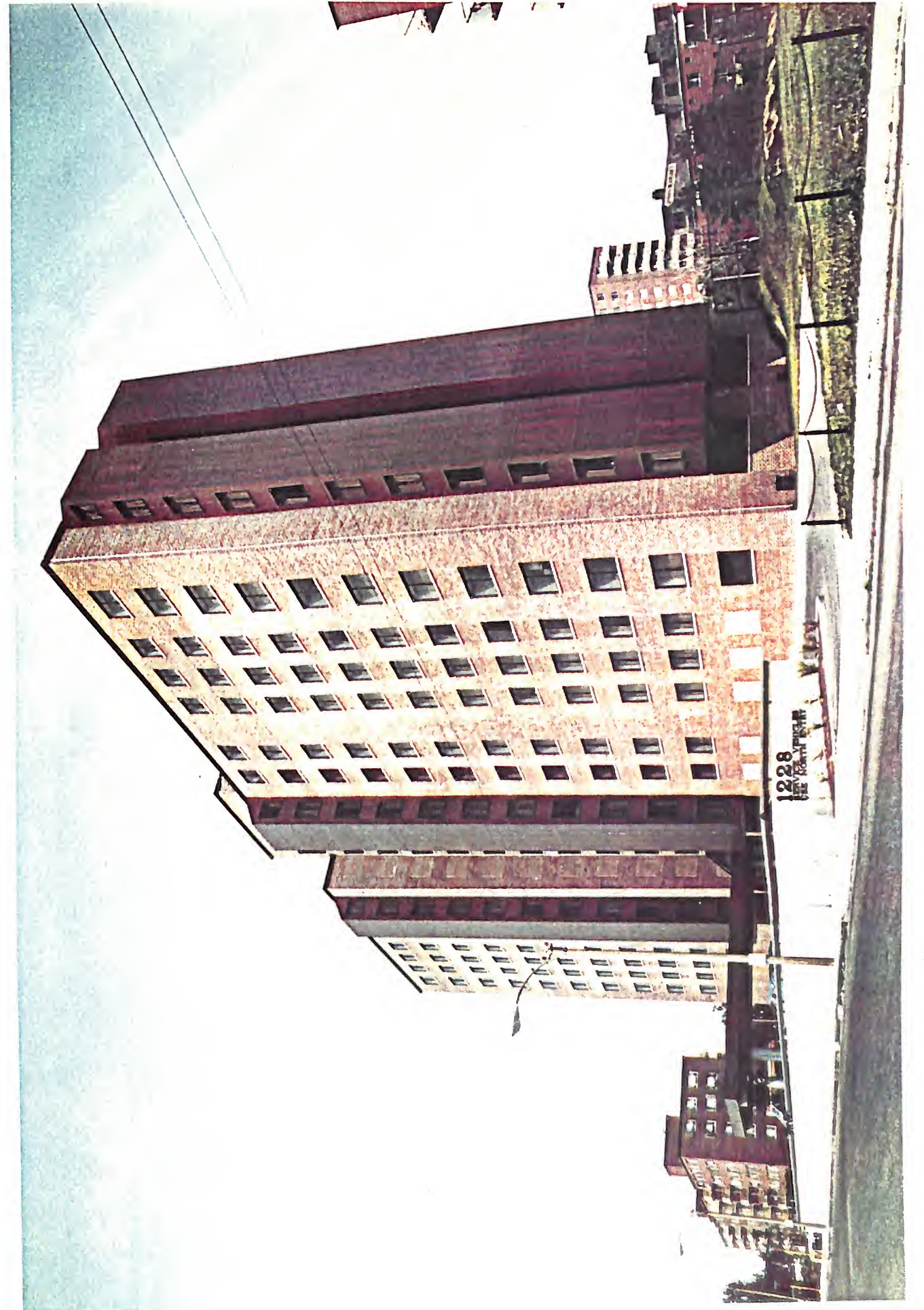
by a reorganized Authority and The Ford Foundation. The tenant management demonstration created a new relationship between the PHA and its residents, and the positive changes are no more clearly evident than in Cochran Gardens where the local Tenant Management Corporation ("TMC") has been carrying out the site management since June, 1976. The TMC has demonstrated that family developments can be managed by trained residents, in spite of severe operating deficits, who are prepared to enforce community-developed standards against those who persist with unjustified rent delinquencies or antisocial behavior.

A second major change instituted by the Authority after 1969 was the decentralization of its management operations through the use of private contract managers (for-profit and non-profit alike) and the implementation of a project-based budgeting system. These various changes have clearly demonstrated that the Authority can manage its properties in a professional manner, and the effort must now be made to restore its distressed family sites to a "decent, safe, and sanitary condition".

The task of substantially rehabilitating Cochran Gardens was initially begun under the Target Projects Program when a portion of its Modernization grant was allocated for the restoration of an abandoned 12-story building (A-6) which had been cleared during a flood in the winter of 1970. The MOD funds were combined with Block Grant support from the City of St. Louis. The building has now been converted from its former use for families to a new use exclusively for the elderly.

The commitment of the City of St. Louis to the rehabilitation of the A-6 building reflected the philosophy of Mayor James F. Conway, elected to a four-year term in early 1977, to supporting the Authority in its efforts to upgrade its developments. The Conway Administration in January, 1978 submitted an Urban Development Action Grant application to HUD for \$18.5 million for the redevelopment of 25 square blocks of the northern end of the Central Business District including the construction of a shopping mall/hotel complex, new market-rate housing, and the total rehabilitation of Cochran Gardens. The UDAG request anticipated an expenditure of approximately \$150 million for the various components of the plan. The UDAG request was partially approved, although only a portion of the rehabilitation program designed for Cochran was funded at a level of \$5 million under the Urban Initiatives program. It is for this reason that the Authority has selected Cochran Gardens as its Comprehensive Improvement site for FY 1980 in the hope that the rehabilitation program can be fully implemented.





Cochran Towers

Copper Enclosed Balconies
Provide Additional Living Space



Cochran Towers

Foyer



Cochran Towers

Apartment

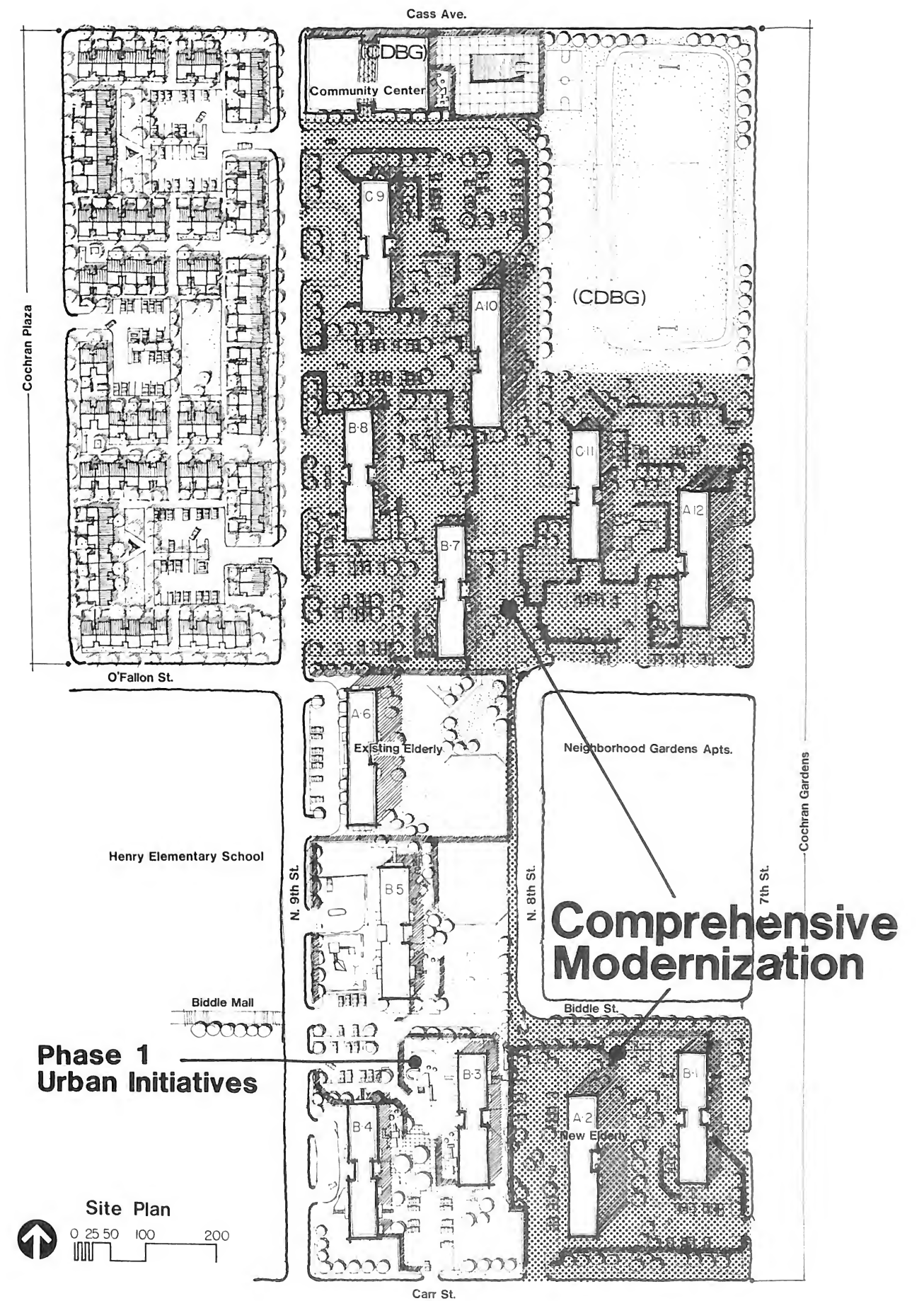
B. REHABILITATION AND CONVERSION PROGRAM

Comprehensive Modernization will permit the remaining portion of the Cochran development to be restored, while at the same time preserving it as a housing resource for low to moderate income families and elderly. It is also clear that the redevelopment activities to be carried out to the west of the site, particularly the market-rate housing component of the UDAG, are dependent on the restoration of the development. The Authority regards the Cochran initiative as a major first-step in the eventual restoration of its conventional units, and what follows is a description of the current renovation program which involves 4 of the 12 buildings in the Cochran Gardens.

1. Goals and Objectives

The Housing Authority and TMC began its planning effort for redesign and rehabilitztion by establishing a clear goal that Cochran would be elevated above the level of housing of last resort. Specific goals around which the community, the Authority, and its planners worked were:

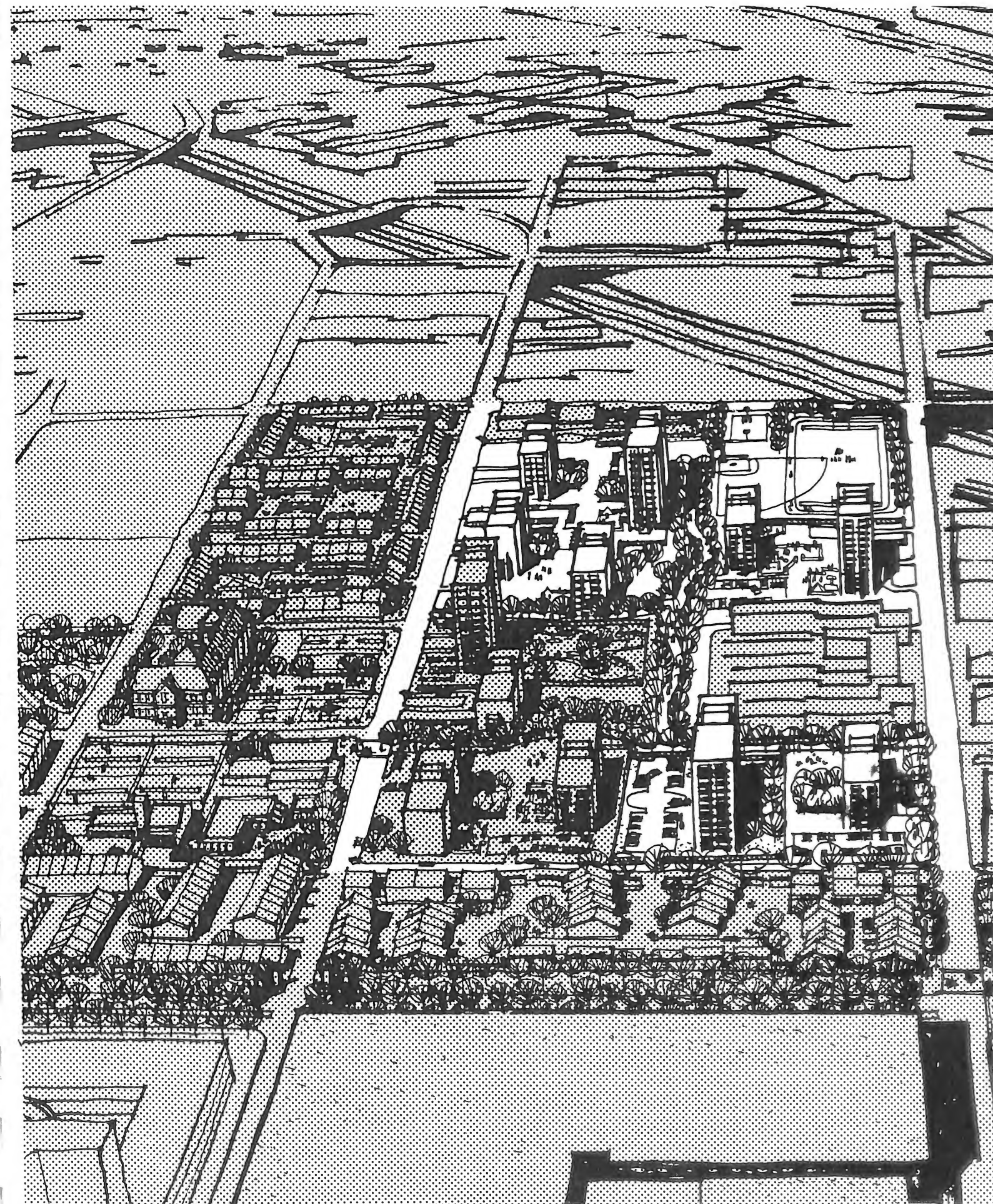
- Reducing the density in each building by reducing the number of families, and providing expanded living area to those who remain.
- Moving larger families to lower floors and to properly sized units.
- Redesigning the mix between large families, small families, and the elderly.
- Developing community space on the site for day care, recreation, and other "software" activities.
- Creating a site plan which addresses the shortage of parking, lack of play areas, and the lack of landscaping throughout the development.
- Addressing the major deferred modernization items involving mechanical systems, electrical wiring, elevators, lighting, and apartment improvements.
- Insuring that no family which is in compliance with its lease will be transferred from the Cochran Gardens neighborhood.



Site Plan • Comprehensive Modernization

Comprehensive Modernization
St. Louis Housing Authority

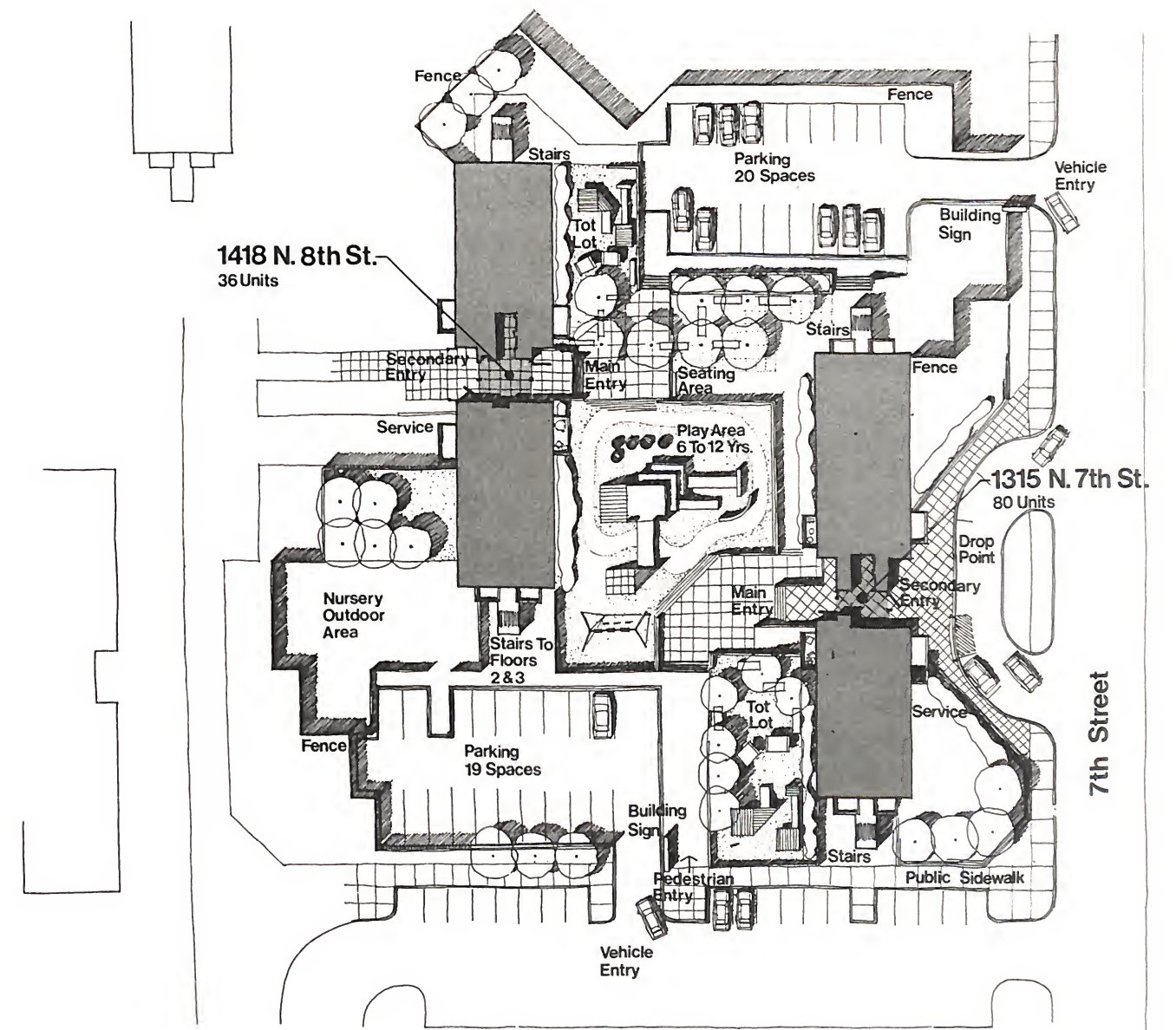
Cochran Gardens
St. Louis Housing Authority Cochran Gardens TMC
McCormack Baron & Associates, Consultants Henmi & Associates, Architects

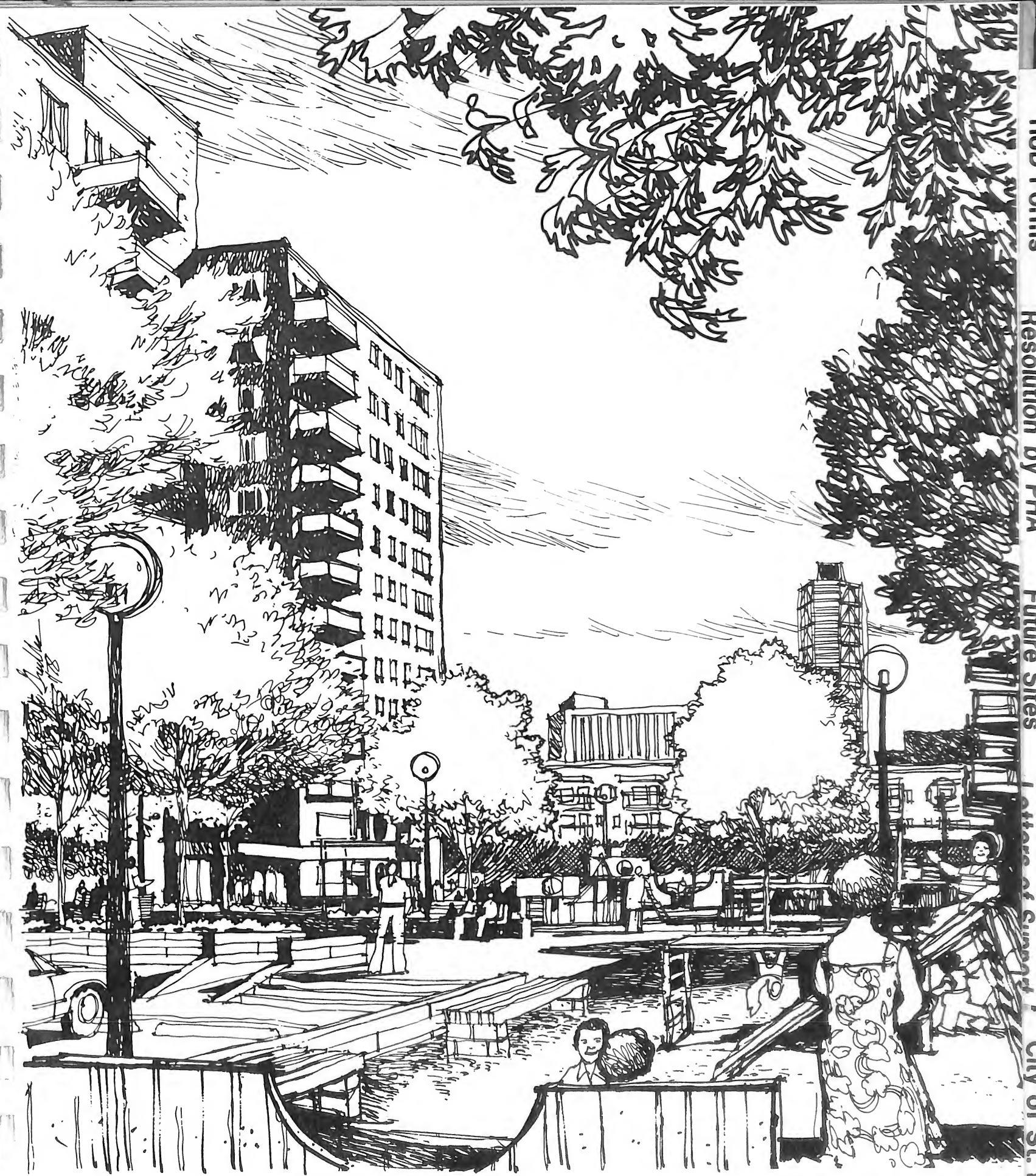


View to North of Cochran Plaza and Cochran Gardens

Comprehensive Modernization
St. Louis Housing Authority

Cochran Gardens
St. Louis Housing Authority Cochran Gardens TMC
McCormack Baron & Associates, Consultants · Henmi & Associates, Architects





Comprehensive Modernization
St. Louis Housing Authority

View into Building Group

Cochran Gardens
St. Louis Housing Authority Cochran Gardens TMC
McCormack Baron & Associates, Consultants Henmi & Associates, Architects

2. Meeting the Unit Needs of Cochran's Families

The twelve buildings at Cochran Gardens are divided into three types as follows:

Table 1. BREAKDOWN OF BUILDING TYPES

<u>Type</u>	<u>Story Height</u>	<u>Number of Buildings</u>
A	12	4
B	6	6
C	7	2

Of the four "A" buildings, the A-6 has been converted to elderly occupancy using a combination of Modernization and Block Grant funds. It is anticipated that additional buildings will be converted for elderly use.

Although Cochran was originally designed for 704 families, it now has 560 units available of which 398 are occupied. Units have been lost through first-floor conversions to community space and recently installed heating/hot water systems.

An analysis of the composition of 398 families presently in Cochran revealed that 168 families, or 42% of the residents, are living in units which do not conform to their family size. The situation is particularly acute for 72 families in undersized apartments who need four-, five-, and in some cases six-bedroom units.

The redesign of Cochran addresses the objective of meeting the specific living requirements of each family, through a combination of existing building redesign and the construction of a 100 unit low-rise turnkey development described as "Cochran Plaza", immediately west of the Cochran Gardens site.

The combined number of units proposed for the turnkey site, elderly buildings, and rehabilitated conventional family units is described in the following table.

Table 2.

COCHRAN GARDENS/PLAZA
Combined Unit
Distribution

PROJECT	<u>Eff</u>	<u>1BR</u>	<u>2BR</u>	<u>3BR</u>	<u>4BR</u>	<u>5BR</u>	<u>6BR</u>	<u>TOTALS</u>
Cochran Gardens Family & Sm.Family		146	168	133	62	22	-	531
Cochran Gardens Elderly	22	192	22					236
Cochran Plaza			43	32	11	7	7	100
TOTALS	22	338	233	165	73	29	7	867

This combined unit mix accomplishes several objectives. First, it provides for an adequate number of 4, 5, and 6 bedroom units to meet the needs of current residents. Second, it provides a large number of apartments for the elderly in buildings entirely separate from family units. Third, it reduces the number of larger units on the fourth floor and above, thereby drastically reducing the elevator usage by small children.

The proposed plan will provide a far more manageable community by providing more than two-thirds of the units for the elderly and small families, while all large families will be housed on the lower floors or in the turnkey development. This will be done without any displacement from the Cochran neighborhood.

3. Urban Initiatives Modernization Program:
Buildings B-3, B-4, B-5

The "targeted" rehabilitation program at Cochran Gardens will begin this fall on the southeast corner of the site in buildings B-3, B-4, and B-5 and their related site areas. A transfer plan developed jointly by the Authority and the TMC has been successfully implemented for residents in the B-4 building, and the same plan will be utilized for residents in the remaining two buildings.

The rehabilitation program designed for Cochran Gardens will be used as a prototype for the other conventional family developments in St. Louis.

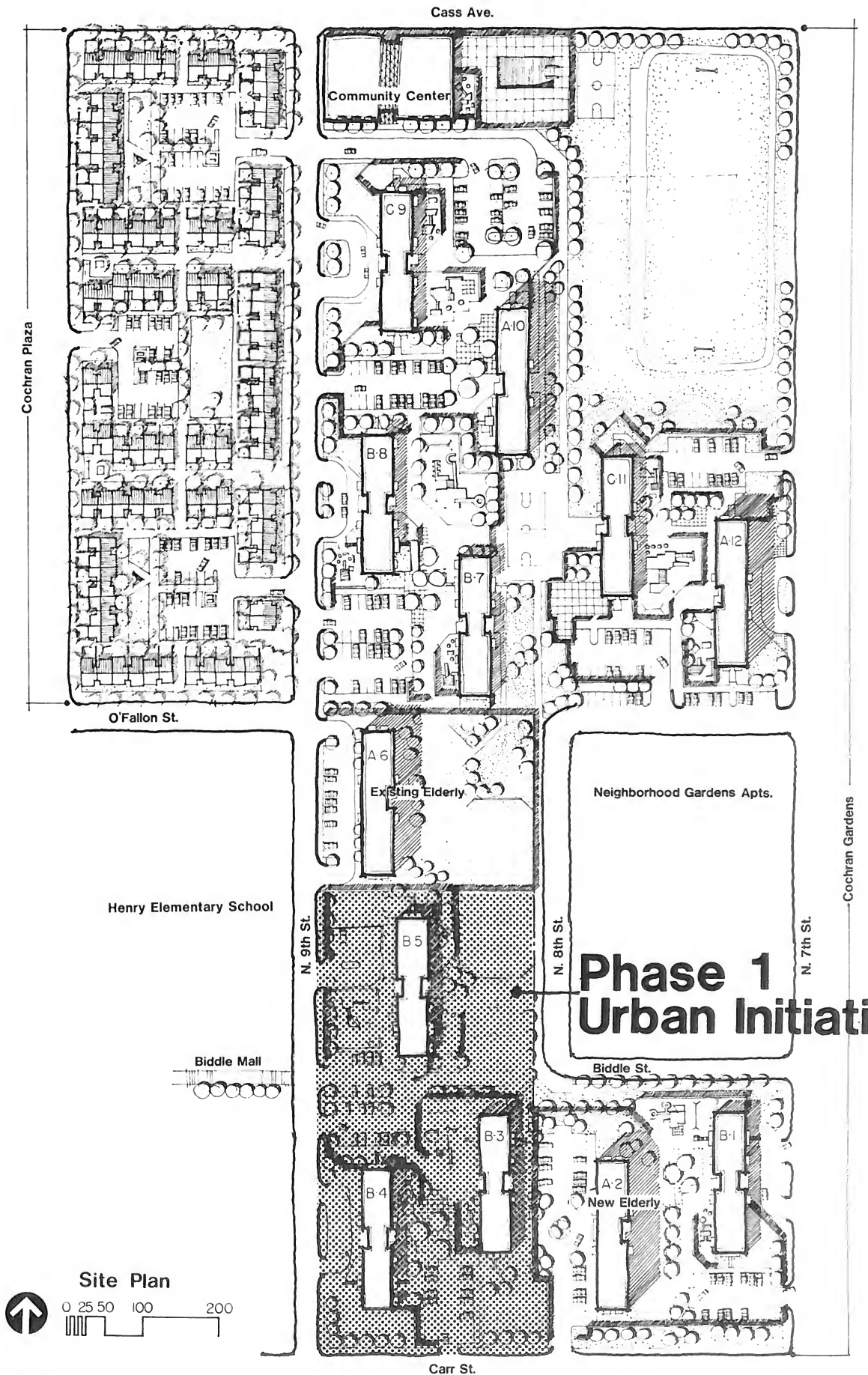
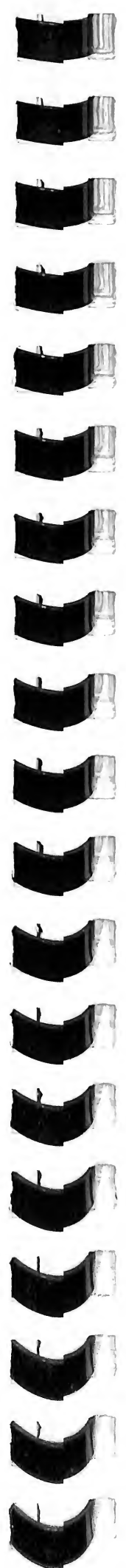
In each building the work on the lower three floors will consist of the demolition of most existing partitions and a complete change of the layout to incorporate new facilities on the ground floors, and four or five bedroom apartments on the second and third floors.

The work on the upper three floors will consist of minor rehabilitation and modernization. It will include the replacement of damaged or defective items such as doors, radiators, flooring, lighting and plumbing fixtures, and kitchen cabinets. In addition, kitchens will be enlarged to new HUD standards.

Other work to be included will be the replacement of all exterior windows and doors. The conversion of the present rear entries of the buildings to "front entries" will enable entries to face each other and the interior court areas of the site. A new vestibule and entrance canopy will also be added in order to develop a more defined entry point.

First Floor Spaces - In each building a community room, laundry room, resident manager's apartment, trash room and mechanical room will be provided. The community room will provide a space for building residents to meet in for parties and activities, and for children to play in during inclement weather. The resident manager's apartment will be assigned to a resident who will supervise the use of the community room and laundry and will check on the lobby and entrance areas. The trash room will be enlarged to enable trash carts to be stored within the room, and will be relocated to allow trash pick-up off the street rather than from the interior of the site.

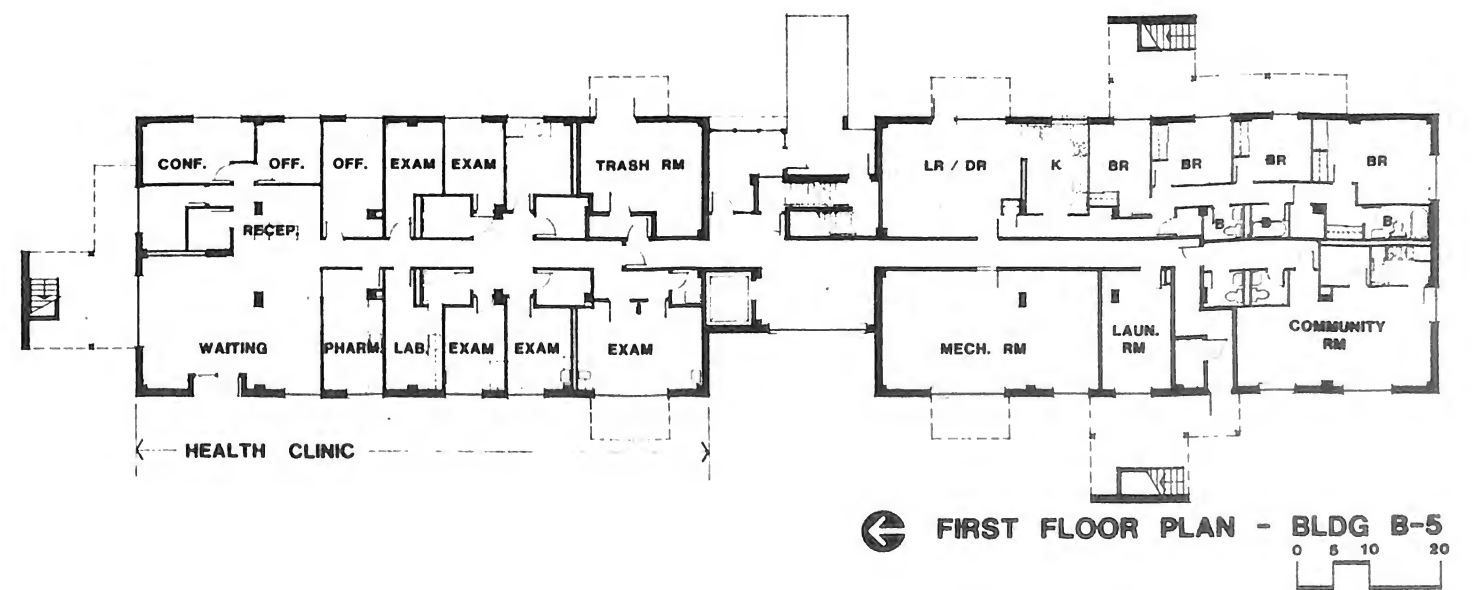
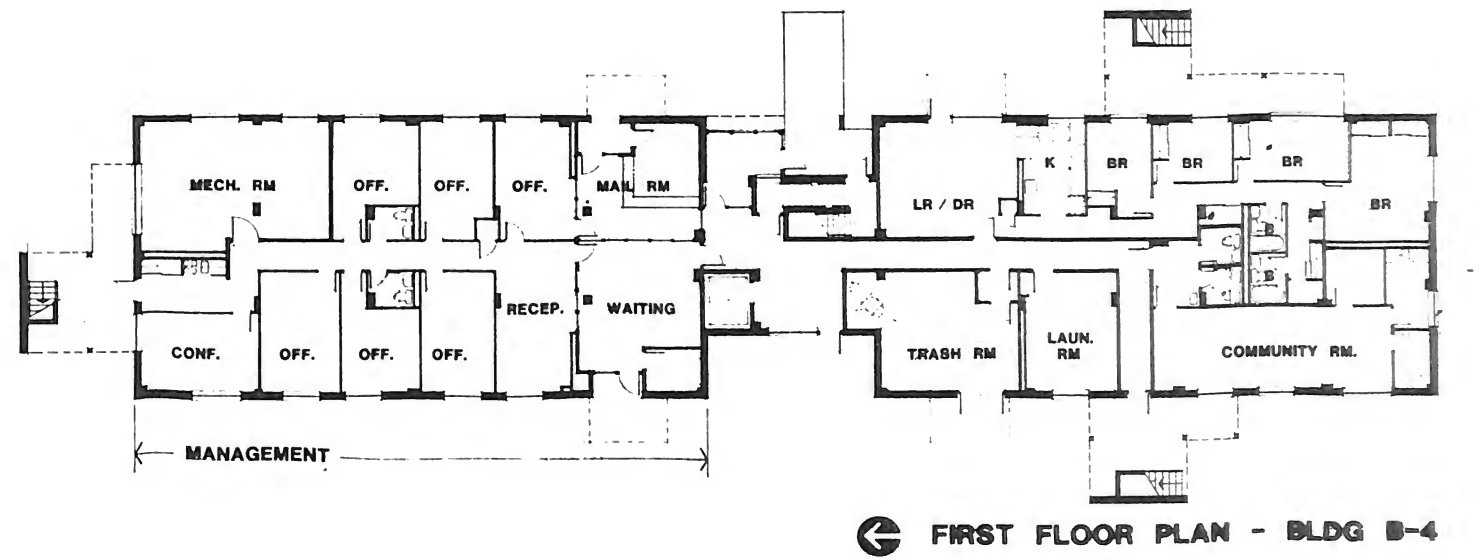
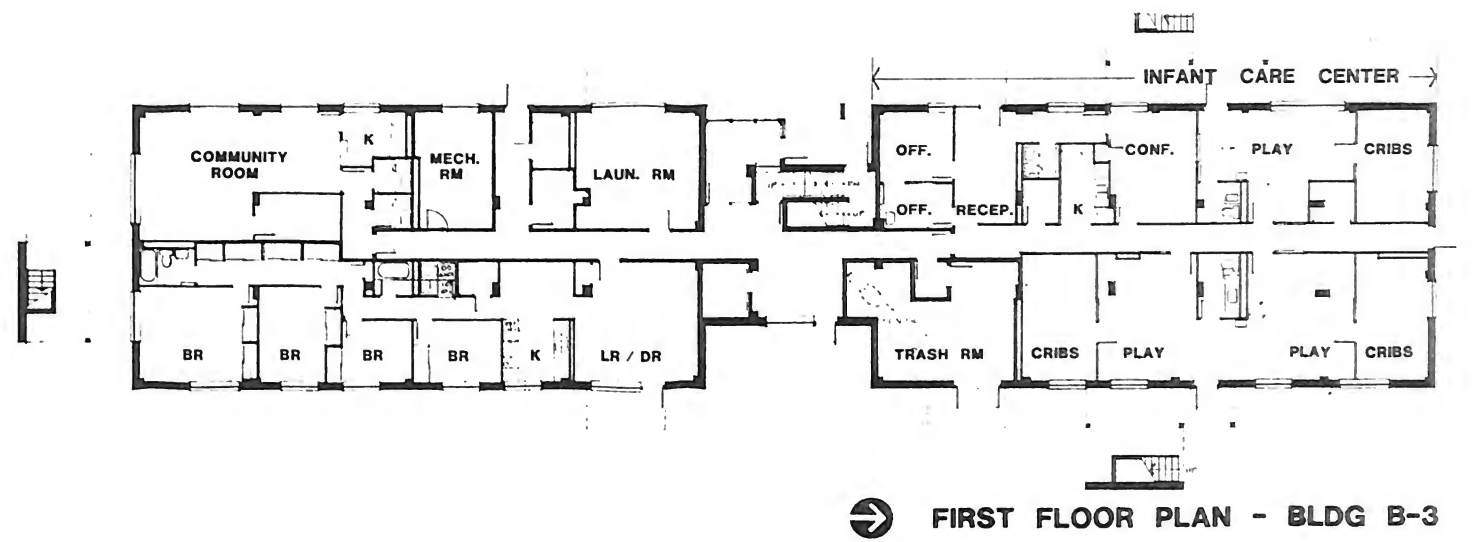
In Building B-3 a new infant care center will be provided. This will have a capacity of 24 infants and will serve the Cochran Gardens community. In Building B-4, the management and social service facilities will be combined along with a new second mail pick up point and security office. This location will be highly visible to visitors, and the second mail point and security office will serve the southern portion of the development thus increasing convenience and safety for residents. The existing health clinic will be relocated to Building B-5 to a new facility which will provide a modern, upgraded environment and additional area for expanded services. This will allow the clinic to fulfill more community needs and provide more complete health care program.

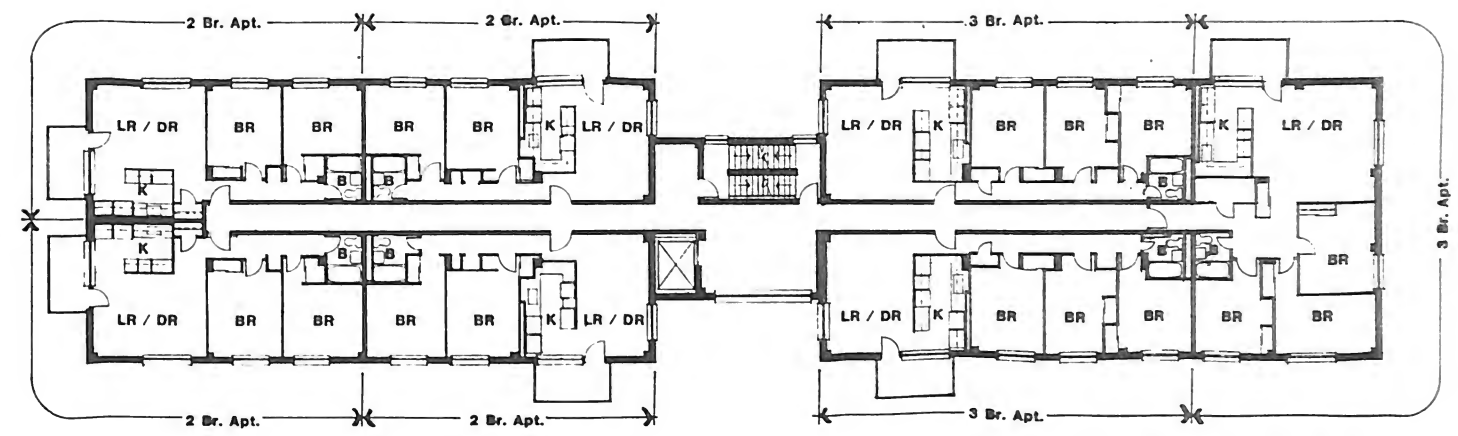


Phase 1 Urban Initiatives

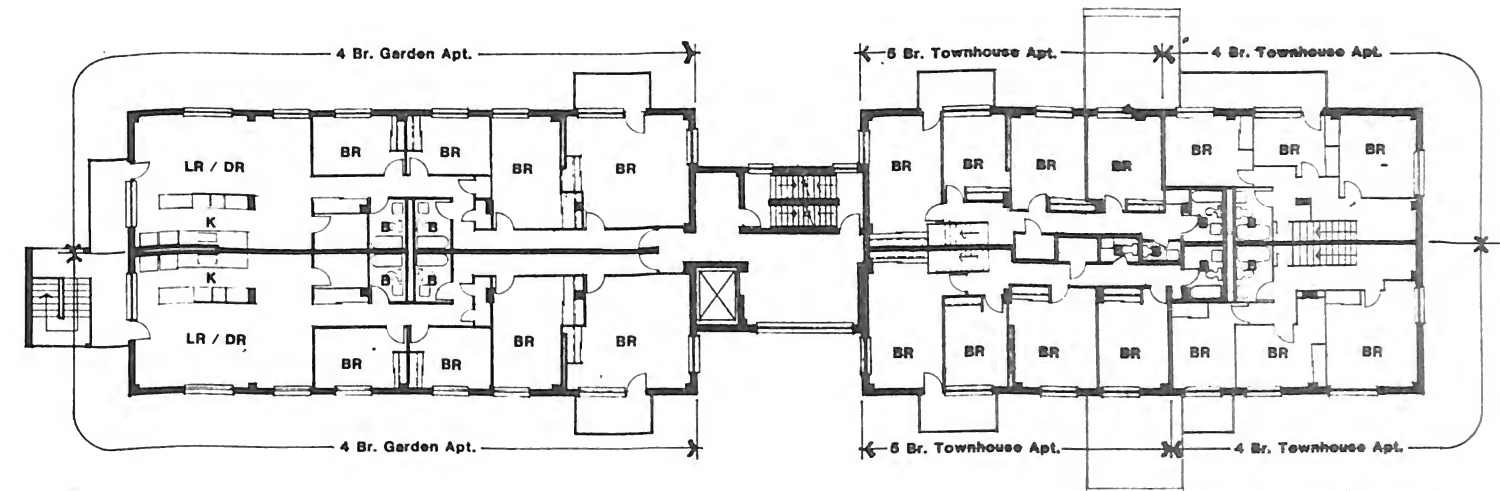
Comprehensive Modernization
St. Louis Housing Authority

Site Plan • Urban Initiatives
Cochran Gardens
St. Louis Housing Authority Cochran Gardens TMC
McCormack/Baron & Associates, Consultants • Henmi & Associates, Architects

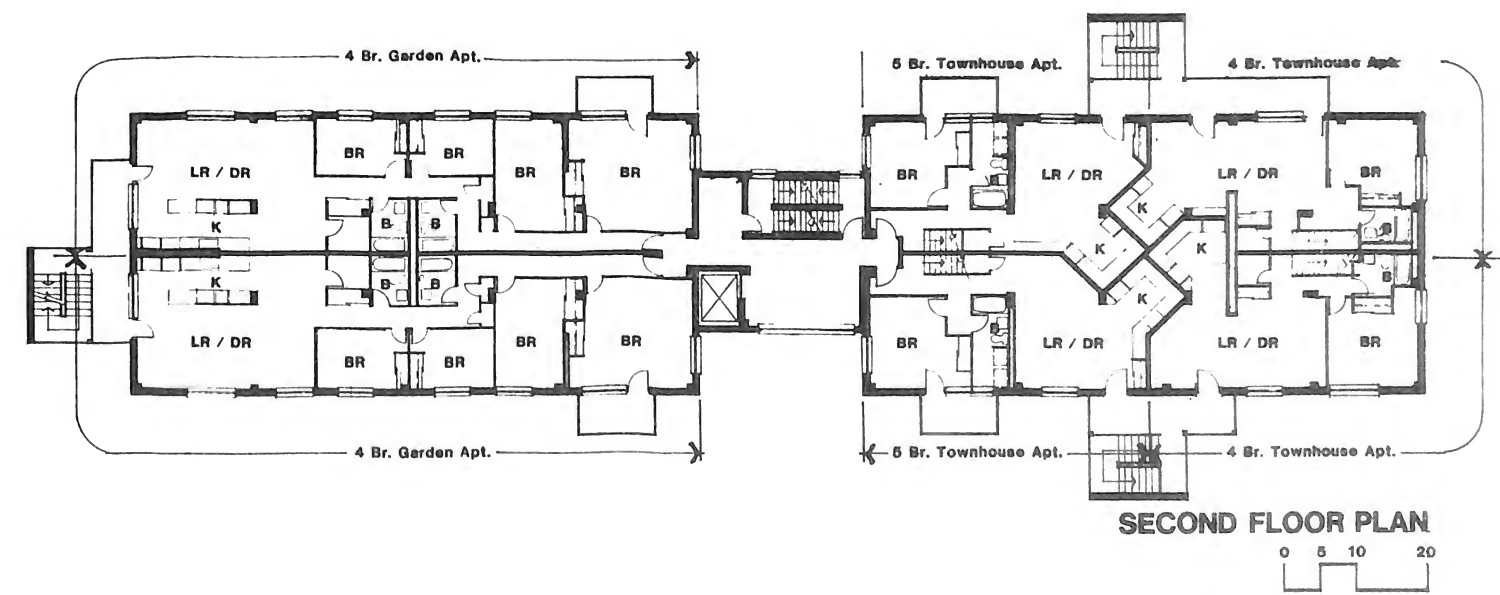




FOURTH-SIXTH FLOOR PLAN



THIRD FLOOR PLAN



SECOND FLOOR PLAN



View of Walkup Stairs and Site

Comprehensive Modernization
St. Louis Housing Authority

Cochran Gardens
St. Louis Housing Authority Cochran Gardens TMC
McCormack/Baron & Associates, Consultants Henmi & Associates, Architects

Walk Up Apartments - The work on the second and third floors will involve the construction of new four and five-bedroom apartments which will have direct access from the ground via exterior stairs. This will allow the larger families in these units to maintain a closer relationship to site amenities and minimize the use of elevators by larger families.

4th - 6th Floor Modernization - The fourth through sixth floors will be upgraded through minimal rehabilitation. Existing units will basically remain as is, except for the conversion of one cramped four bedroom unit to a three bedroom unit. This will mean only two or three bedroom units and the small families will be located on the upper three floors.

Security Considerations - Security considerations include controlled front entry doors, fenced areas on the site to control access, and the creation of defensible zones or the definition of site areas as "belonging" to a building or pair of buildings. Such zones will be defined by new recreational areas including tot lots for each building, play areas for older children, and adult seating areas. In addition, parking facilities will be increased and grouped between pairs of buildings so as to increase visibility to and from the main building entries. New site lighting will further increase safety at night.

Each building will have its second and third floors converted to either townhouses or garden apartments for large families with separate access from grade level to the units. This will eliminate the need for the largest 84 families to use elevators.

It also gives 80 families a closer relationship to the ground which, along with the site amenities described later, should create a more active and secure environment around the buildings.

The rehabilitation plan for the family units also provides for the modernization of kitchens, bathrooms, and first floor space which has been broken up into a pattern of inefficient non-residential uses.

It is also anticipated that at least one other 12-story building of the remaining eleven will be converted for elderly use.

4. Cochran Plaza Turnkey Development

The rehabilitation program for Cochran Gardens will require the initial transfer of 100 residents in order to initiate the conversion of the various buildings. The transfers will

be facilitated with the construction of 100 units of turnkey housing. The proposed Cochran Plaza apartments will be developed by the Cochran Gardens and Carr Square Village TMC's in conjunction with the St. Louis Housing Authority. The management of the new units will be carried out by the Cochran TMC by absorbing the site into its existing program.

The turnkey units will be developed as townhouses with each tenant having his/her own front and rear yard. Common space has been reduced to a minimum in the project design in order to reduce common maintenance areas and maximize the yard space for each unit.

The turnkey units are designed with a mixture of building heights and relationships for each other. Masonry and stucco finishes will be used throughout the development. Each unit has been designed with a utility space for washers and dryers. The development will be air-conditioned with the apartments individually metered.

The unit mix for the turnkey project is reflected in the following table

Table 3.

COCHRAN PLAZA UNIT DISTRIBUTION						
<u>1 BR</u>	<u>2 BR</u>	<u>3 BR</u>	<u>4 BR</u>	<u>5 BR</u>	<u>6 BR</u>	<u>TOTAL</u>
	43	32	11	7	7	100

5. Community Center

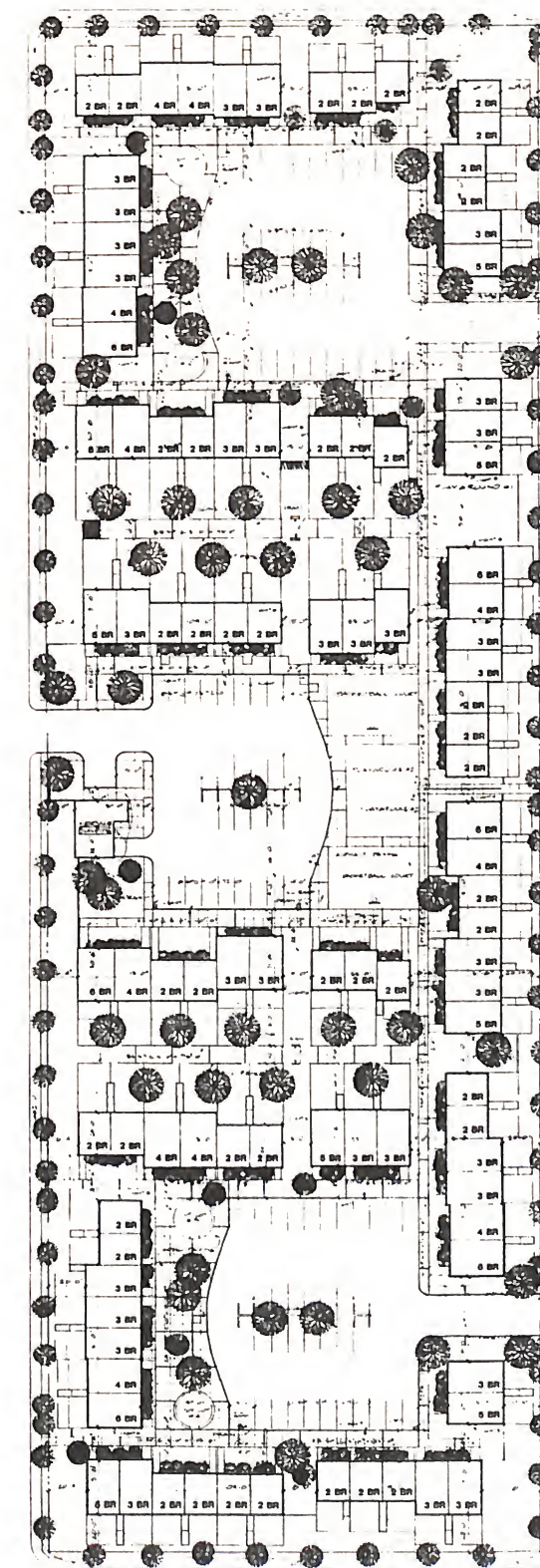
The Cochran community has completely inadequate space for day care, recreational, and social services programs. As a result, the buildings have become the focal point for the youth. The elevators and buildings generally absorb a disproportionate amount of traffic because no one under 18 years of age has a "place to go".

The revitalization program provides for a new \$1.6 million community center north of the site and across the street from the proposed turnkey development which will offer adequate space for recreation, meeting, and various activities. The design for the community center complex includes:

- A day care center for 60 children
- A gymnasium
- Meeting rooms

- Small kitchen
- Outdoor swimming pool area

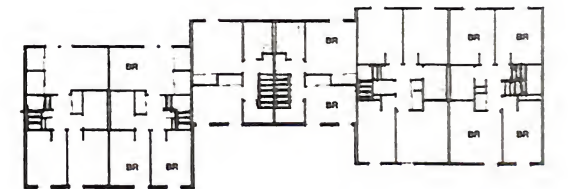
Staffing of the proposed center will be funded from the Title XX program, the local CETA program, the operating budget of the site, and private contributions which have been committed for the next three years. The CDBG funds for the center have been appropriated by the City of St. Louis, and construction will begin this fall.



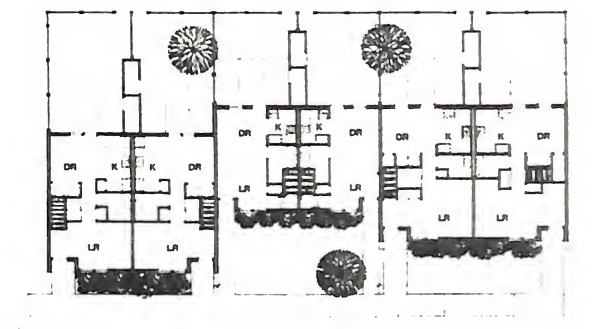
SITE PLAN
0 10 20 40



THIRD FLOOR PLAN



SECOND FLOOR PLAN



FIRST FLOOR PLAN

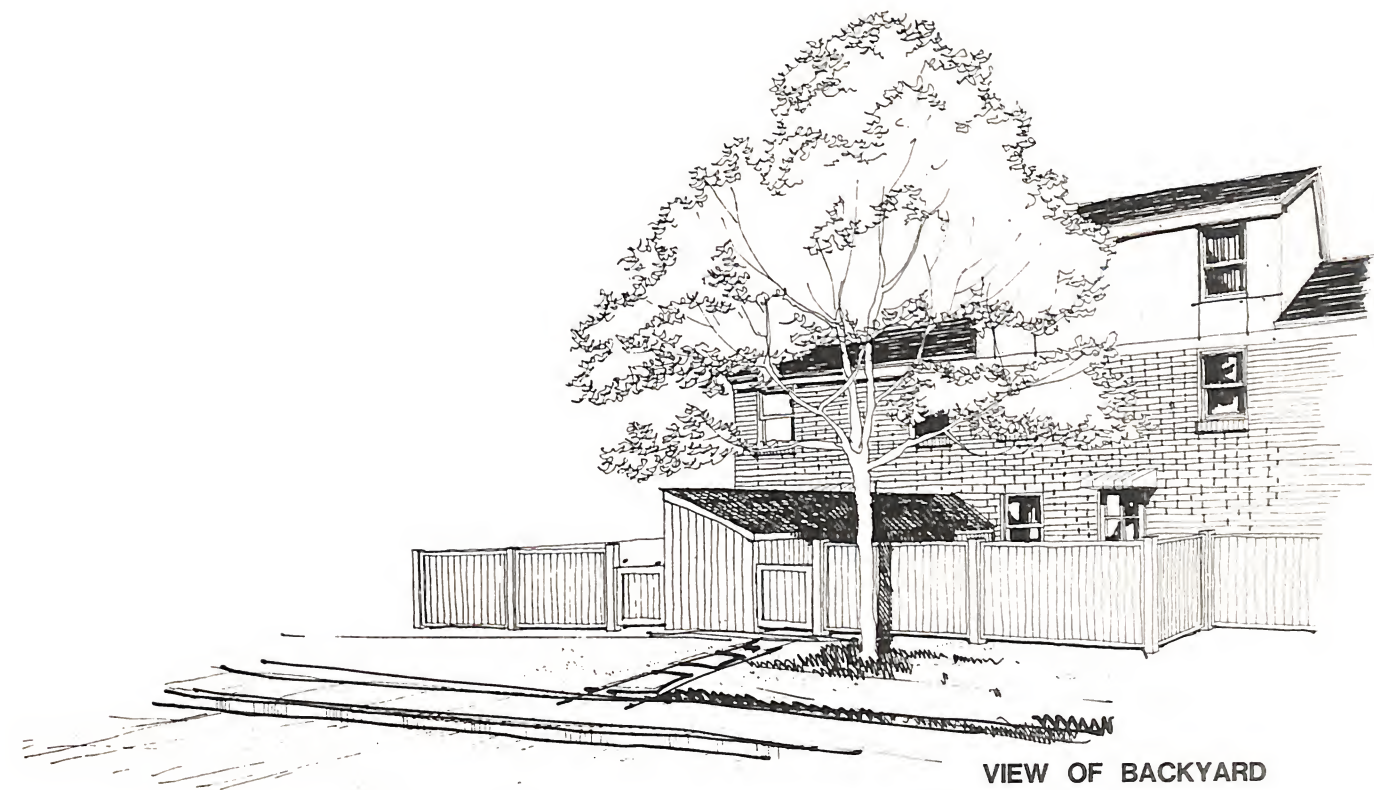


FRONT ELEVATION
0 5 10 20

Comprehensive Modernization
St. Louis Housing Authority

Cochran Plaza

Cochran Gardens
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VIEW OF BACKYARD

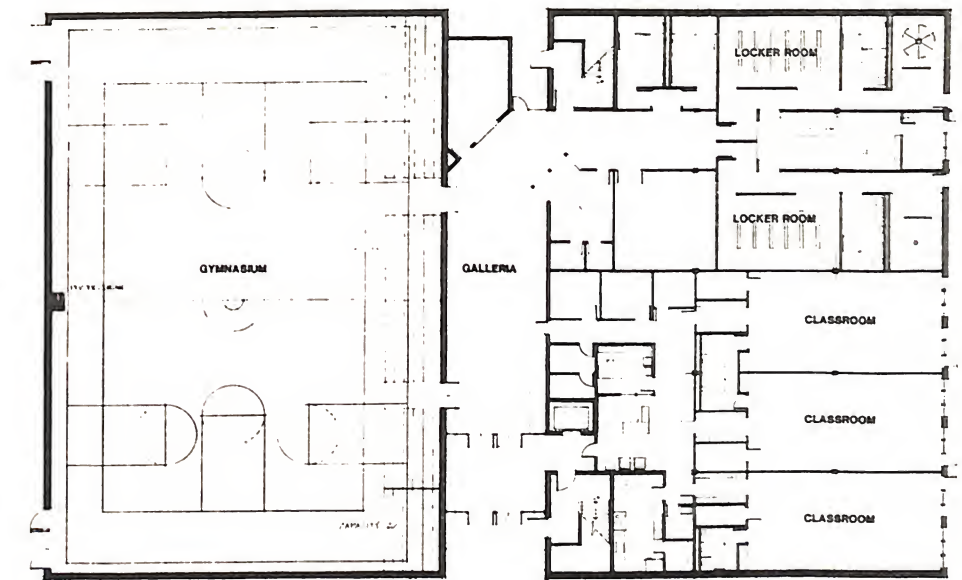


VIEW OF FRONT ENTRY

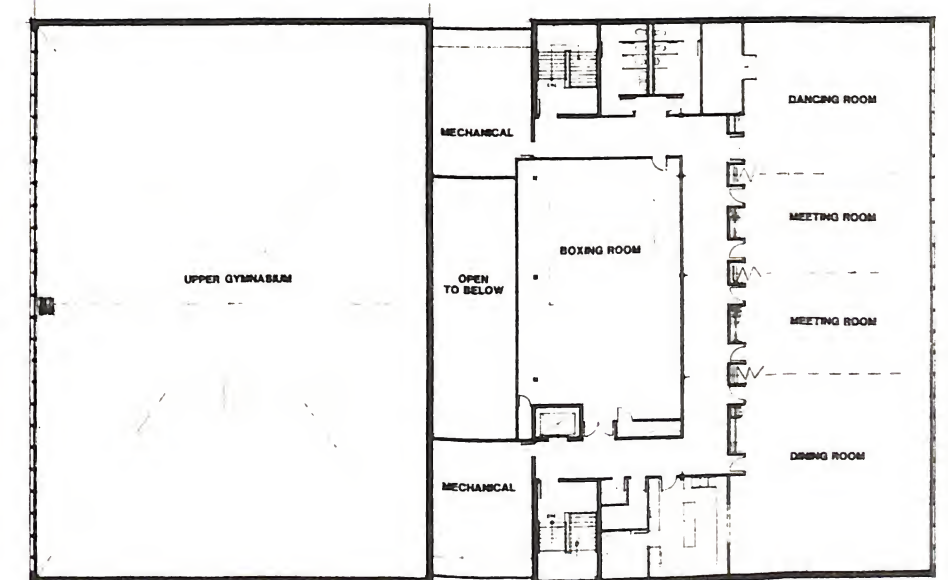
Comprehensive Modernization
 St. Louis Housing Authority

Cochran Plaza

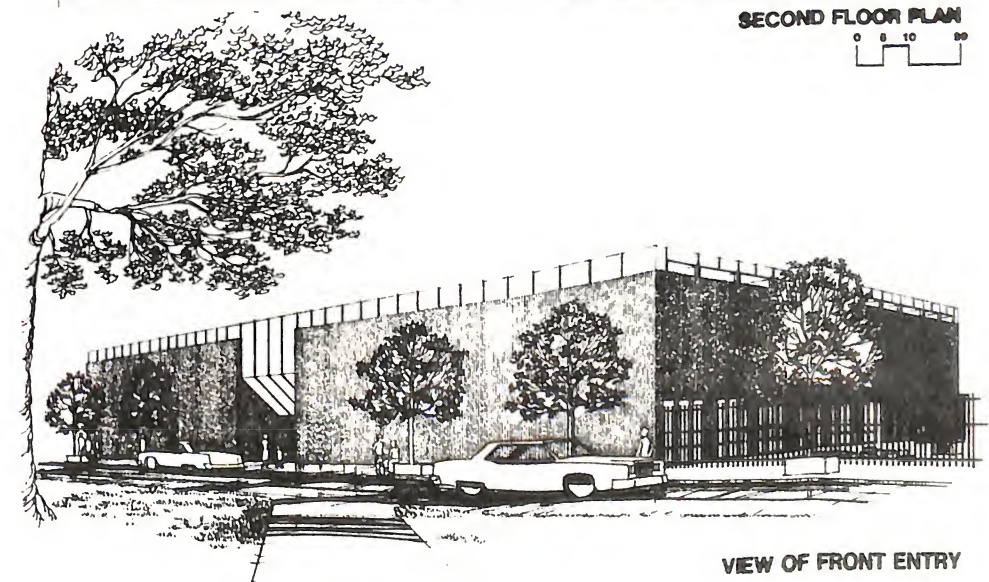
Cochran Gardens
 St. Louis Housing Authority Cochran Gardens TMC
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FIRST FLOOR PLAN



SECOND FLOOR PLAN



VIEW OF FRONT ENTRY

C. COMMITMENT OF CITY OF ST. LOUIS TO COCHRAN GARDENS NEIGHBORHOOD

1. St. Louis Housing Authority

The proposed rehabilitation program for Cochran Gardens is an integral part of a major redevelopment plan for the near northside of the City of St. Louis. The commitment of the City, its Community Development Agency, and Redevelopment Authority to the St. Louis Housing Authority and to the Cochran site in particular has been previously discussed. In terms of financial support, the City has provided the following:

- 10% of its annual CDBG allocation through 1982, or an annual amount of approximately \$3.4 million for deferred maintenance items.
- \$361,000 annually for Title XX match for the Authority's \$1.4 million Social Services program.
- \$1.6 million for a new community/recreation center for the Cochran Gardens development.
- \$1 million for the completion of the A-6 elderly building in Cochran.
- \$300,000 for the acquisition and construction of an expanded play field on the Cochran Gardens site.
- \$350,000 to develop a "Master Plan" for the short and long-term modernization needs of the seven family developments in St. Louis.

2. Columbus Square - Market-Rate Housing (UDAG)

Adjacent to Cochran Gardens, a 500 unit market-rate rental and condominium development will be constructed at a cost of approximately \$20 million. The Community Development Agency has committed additional CDBG funds to this project in the following amounts:

- \$400,000 for a new park with tennis courts and new seating.
- \$3 million for street improvements in the Columbus Square area.
- \$500,000 for a reduction of the market-rate rental units.

3. Neighboring Developments

The revitalization of the near northside of St. Louis will be enhanced by other projects in the area in addition to Cochran Plaza and Columbus Square. These include:

- The Cass Industrial Park of 13.6 acres will be advertised for commercial and light industrial uses.
- St. Patrick's Catholic Church which is under construction adjacent to Cochran at a cost of \$2 million.
- Convention Plaza, a private nine-block office, hotel, and garage development is just south of Cochran and partially completed.

Table 4.

COMMUNITY DEVELOPMENT
BLOCK GRANT COMMITMENT TO SLHA
COCHRAN GARDENS AND COLUMBUS SQUARE

<u>Item</u>	<u>Amount</u> (millions)
Annual 10% Allocation to SLHA	\$ 3.4
Title XX Match	.4
"Master Plan"	.35
Elderly (A-6) Renovation	1.0
Cochran Community Center	1.6
Cochran Gardens Play Field/Track	.3
Cochran Plaza Land Acquisition	.6
Columbus Square Park	.6
Street Improvements	3.0
Market-Rate "Write Down"	.5
TOTALS	11.75

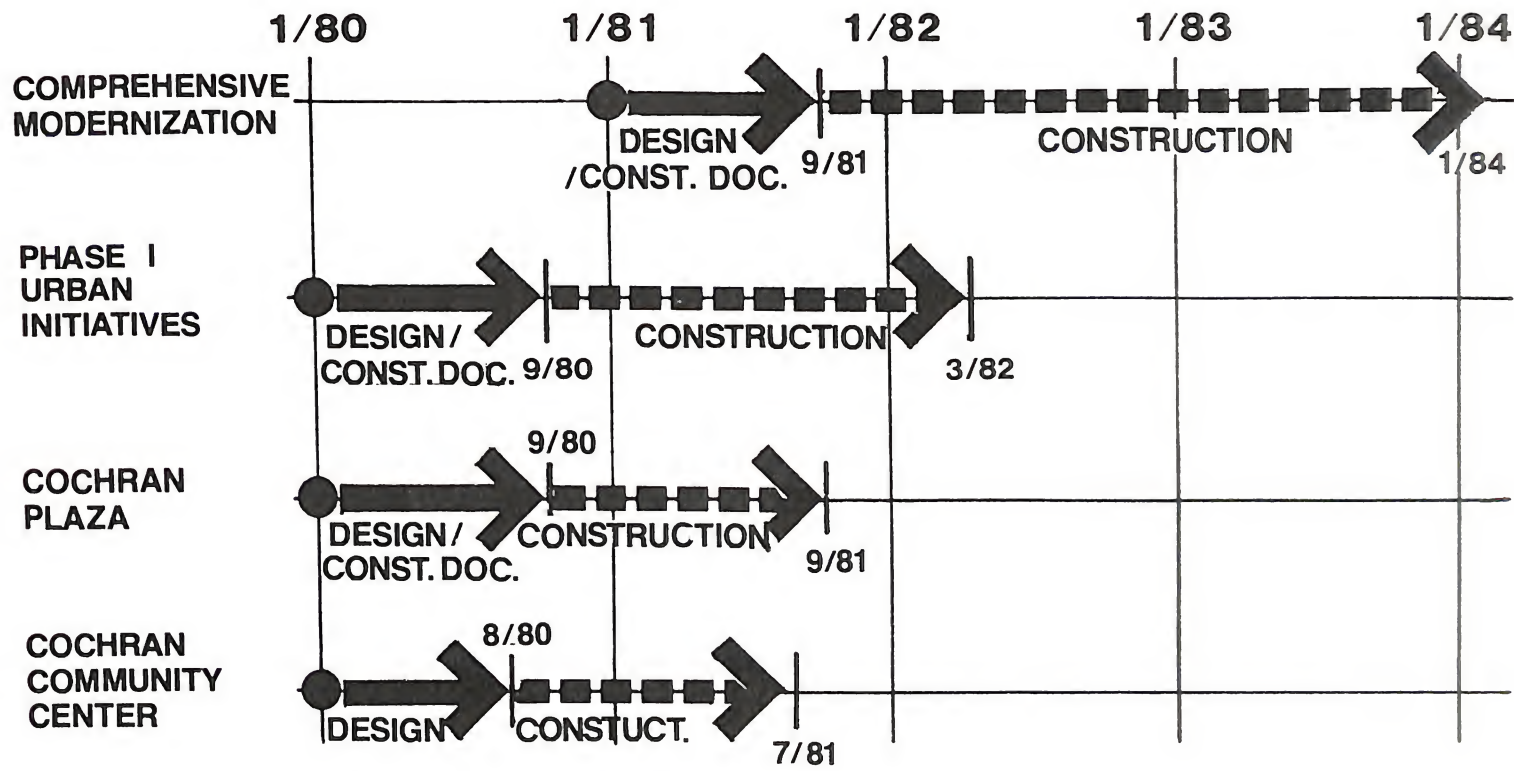
It should be noted that the funding committed to the Housing Authority and the near northside of St. Louis represents approximately one-third of the St. Louis CDBG allocation for a fiscal year. It is a clear indication of the priority the Conway Administration has given to the Cochran Gardens area.

Table 5.

COCHRAN GARDENS/PLAZA
PHASING PLAN
(in millions)

<u>Phase</u>	<u>Item</u>	<u>Cost</u>	<u>Funding Source</u>	<u>Time</u>
Projects Under Way				
I	Land Acquisition	\$.6	CDBG HUD/ PHA	Completed 9/80-9/81
	Turnkey	\$ 4.6		
	Subtotal	\$ 5.2		
II	B-3, B-4, B-5 Rehabilitation	\$ 5.0	UI	9/80-2/81
	Community Center	\$ 1.6	CDBG	8/80-7/81
	Subtotal	\$ 6.6		
	Phases I and II	\$ 11.8		
Funding Request				
III	Bldgs, B-1, B-8 C-9, C-11, A-10 A-12, A-2	\$ 23.79	Comprehensive Modernization	1/81-1/84

Development Schedule



MODERNIZATION MANAGEMENT PLAN

Proposed management improvements to be implemented under the Comprehensive Improvement Program, include organizational recommendations which will revamp the procurement, warehousing and inventory systems currently in place. The adjustments made will be based on the organizational review submitted by Coopers and Lybrand, with actual implementation beginning with the start of the next fiscal year.

The introduction of the Night Maintenance Operation and flex-scheduling of day maintenance crews has improved the current delivery of maintenance service to our residents and reduced overtime expenses. In addition, improvement recommendations which relate to maintenance staffing and procedural activity, also an outgrowth of the Coopers and Lybrand review, will be phased into the overall maintenance operation when finalized. These adjustments will increase the Authority's ability to reactivate units in a shorter time span and decrease the current response time for day to day maintenance.

Security evaluations conducted by William Brill and the St. Louis Police Department have been combined, using the best recommendations of both, to develop a viable security improvement program. The program has been submitted to our Board of Commissioners with a timetable for their approval. We anticipate that the reorganization of our security program will start at the beginning of the next fiscal year. Training sessions will be held once per quarter for three quarters with annual retraining. Correction of deficiencies in communications and emergency equipment have already been made.

PHA REPORT ON LOCAL COMPLIANCE

The City of St. Louis and the St. Louis Housing Authority recently renegotiated the Cooperation Agreement in order to realign the Agreement with existing procedures and conditions.

The terms of the agreement prevent the City from assessing any taxes, etc. on any project or individual unit at the same time re-affirming the delivery of municipal services and facilities for residents. The collection of trash is extended to additional low rise developments while the Authority continues to provide this service at high rise developments.

The City and the Authority have been meeting periodically to implement the additional trash collection service. This process requires some adjustments in existing systems to conform to the City system. The Authority is taking steps to achieve this by rearranging collection points and providing appropriate access.

In addition, the delays experienced in the implementation will require additional financial adjustments. These amounts are being recorded and will be resolved in the near future.

RESOLUTION NO. 659

RESOLUTION APPROVING THE PROGRAM BUDGET,
THE WORK PROGRAM,
THE ORGANIZATION AND STAFFING PLAN,
AND THE MANAGEMENT PLAN,
FOR COMPREHENSIVE MODERNIZATION PROGRAM

WHEREAS, The St. Louis Housing Authority hereby approves the application for the Comprehensive Modernization Program; and

WHEREAS, The Authority has adopted a Master Plan for the Comprehensive Modernization of Public Housing Developments; and

WHEREAS, The estimated costs of the Modernization Program cannot be funded from current operating funds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE ST. LOUIS HOUSING AUTHORITY THAT:

1. The Authority certifies that:
 - a) it will comply with policies, procedures, and requirements prescribed by HUD for the Modernization Program,
 - b) the estimated costs of the Modernization Program cannot be funded from current operating funds,
 - c) the proposed work items are eligible for modernization funding,
 - d) the amount of modernization funds requested represent the PHA's best estimate of the costs of the modernization program,
 - e) the PHA will comply with civil rights statutes, executive orders and regulations,
 - f) the PHA has complied with HUD regulations and requirements under the Flood Disaster Protection Act of 1973,
 - g) the PHA will take necessary steps to provide qualified tenants with employment opportunities that may be generated by Comprehensive Improvements Program.
2. The Executive Director and staff are authorized and directed to prepare and submit the approved application for the Comprehensive Improvements Program.

FUTURE CANDIDATES FOR COMPREHENSIVE MODERNIZATION

While assessing the needs of the various developments during the Master Plan it became apparant that not only were there priorities within developments but that among developments there exists factors which dictate order. Weighing all factors, the Commission has recently determined priority among developments. The attached letter from the Mayor supports this order as does the letter from TAB.

<u>Project Number</u>	<u>Project Name</u>	<u>As Built Units</u>	<u>Available Units</u>
M01-6	Vaughn Apartments	768	667
M01-7, 7a	Darst and Webbe Apartments	1236	900
M01-2*	Clinton Peabody Terrace	657	654
M01-1*	Carr Square Village	658	658

*Low Rise Townhouses

CITY OF SAINT LOUIS
OFFICE OF THE MAYOR

JAMES F. CONWAY
Mayor

June 19, 1980



Mr. Johnny Bullock, Jr.
Area Director
Department of Housing and
Urban Development
210 North Tucker Boulevard
Saint Louis, Missouri 63101

Dear Mr. Bullock:

The City supports the selection of Cochran Gardens for the Comprehensive Modernization Program. In assessing the priority needs for this program we identified other projects which would benefit from the goals of this program. Cochran ranked highest in probable success based on the many support systems which have been incorporated in the area. This support has been described in the proposal narrative.

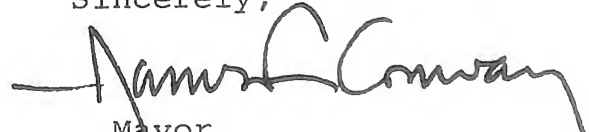
Vaughn, which also ranks high in need, will be the next project proposed for this program. Utilizing both CDBG and Modernization Funds, the first building renovation in Vaughn will begin this fall. As planning for Centrum continues, the rehabilitation of Vaughn will become a major factor. Centrum represents development of a substantial tract of land adjacent to Vaughn.

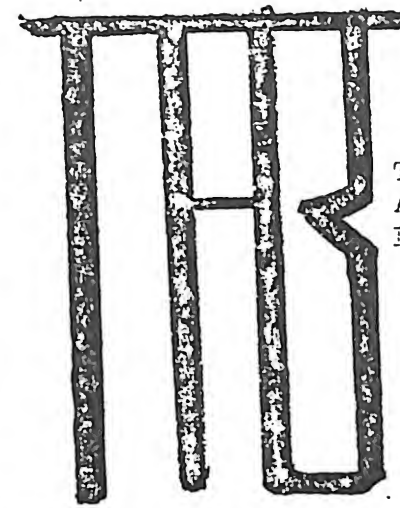
Darst Webbe, while not lacking in immediate need, has received funding for a multi-year program; therefore, Saint Louis' staging plan designates Darst Webbe for subsequent funding requests.

Clinton Peabody and Carr Square, the two oldest low rise developments, have major system requirements which also makes them eligible. These items are being addressed in stages with CDBG funds and Modernization funds but will require major assistance for completion.

Saint Louis has, therefor, a Master Plan of priorities within each development in addition to a well thought out plan for accomplishing the renovation of all the conventional developments.

Sincerely,


Mayor



TENANT
AFFAIRS
BOARD

1221 N. 18th St. 1st. Fl. West
St. Louis, Missouri 63106
Telephone: (314)241-0829 & 241-0843

EXECUTIVE OFFICERS:

PRESIDENT: B. Gilkey
VICE PRES: E. McConnico
SECRETARY: C. Smith
TREASURER: D. Jackson

June 20, 1980

Mr. Ralph W. Carey
Executive Director
St. Louis Housing Authority
4100 Lindell Boulevard
St. Louis, Missouri 63108

Re: Future Sites for
Comprehensive Modernization Funds

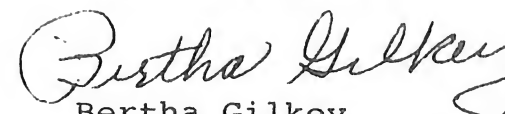
Dear Mr. Carey:

I am writing to inform you of the decision of the Tenant Affairs Board in regard to which of the family developments should receive priority for future comprehensive modernization funds. TAB, which is made up of the presidents of each of the local tenant associations, has voted to give the following sites priority consideration in the order that they appear:

- 1) Vaughn
- 2) Darst/Webbe
- 3) Clinton-Peabody
- 4) Carr Square Village

If there are any additional questions, please feel free to contact us.

Sincerely yours,


Bertha Gilkey
President

CITY OF SAINT LOUIS
OFFICE OF THE MAYOR

JAMES F. CONWAY
Mayor



June 19, 1980

Mr. Johnny Bullock, Jr.
Area Director
Department of Housing and
Urban Development
210 North Tucker Boulevard
Saint Louis, Missouri 63101

Dear Mr. Bullock:

I am writing to reaffirm the commitment of this administration to the improvement of Saint Louis' Public Housing Program.

As you are aware this commitment began with the funding of the Master Plan to guide the future expenditures of Community Development Block Grant, Modernization, and other funds in a comprehensive rather than "piecemeal" fashion. This application reflects the goals established by the Authority, tenants and City in order to provide lasting improvements to the quality of life for public housing residents.

In the fall of 1978, this administration pledged its support in the form of Community Development Block Grant Funds as match to the Targeted Rehabilitation Program of Urban Initiatives and even broader direct financial support to the Authority for five years. The City and the Authority are completing the second year of that program which has since been widely expanded to include other areas of assistance. The City as part of the UDAG Program is providing a \$1.5 million community center at Cochran plus parks and other public improvements. The City has made possible the completion of the Cochran Elderly Building by matching Modernization Funds and the City will be providing support for the turnkey project in the form of site preparation.

We are also enthusiastic about the resulting private investment which has begun in the near northside with O'Fallon Place, Columbus Square and Franklin Industrial Park. The

Mr. Johnny Bullock, Jr.
Page Two

rehabilitation of Cochran has become a pivotal factor
in the success of both the private and public investment.

The City and the Housing Authority are enthusiastic
about the Comprehensive Modernization proposal and urge
your favorable consideration.

Sincerely,


Mayor

COCHRAN GARDENS TENANT MANAGEMENT

1121 North 8th Street, Apt. 102

St. Louis, Missouri 63101

621-0141

June 16, 1980

Mr. Ralph W. Carey
Executive Director
St. Louis Housing Authority
4100 Lindell Boulevard
St. Louis, Missouri 63108

Re: Comprehensive Modernization Application

Dear Mr. Carey:

This letter will confirm the participation of the Cochran Gardens Tenant Management Corporation in the development of the Comprehensive Modernization (Improvement) Program application which is to be submitted to HUD on June 26, 1980. The Cochran community has worked very hard during the last four years in implementing its management program and assisting the Authority and the City of St. Louis to design the original Urban Initiatives plan for the rehabilitation of Cochran Gardens.

We hope our combined efforts will be successful in securing the funds needed to complete our program.

Sincerely yours,

Bertha Gilkey
Bertha Gilkey
President

Mabel Coney - RESIDENT MANAGER

Celestine Caver - ASST. RESIDENT MANAGER

BOARD OF DIRECTORS: Bertha Gilkey/CHAIRMAN: Lucille Martin/VICE CHAIRMAN
Geneva Mack/SECRETARY: Bernice Still

CITY OF SAINT LOUIS
COMMUNITY DEVELOPMENT AGENCY

SUITE 1201 LOCUST BUILDING
1015 LOCUST STREET • SAINT LOUIS, MISSOURI 63101
TELEPHONE 314-622-3400

JAMES F. CONWAY, MAYOR
DONALD L. SPAID, A.I.C.P., DIRECTOR

June 16, 1980

Mr. Ralph Carey
Executive Director
Housing Authority of the City
of St. Louis
4100 Lindell Boulevard
St. Louis, Missouri 63108

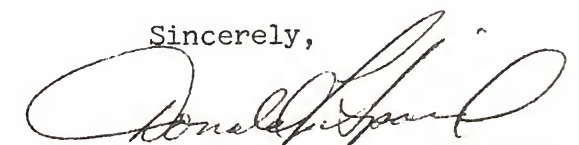
Dear Mr. Carey:

On behalf of the Community Development Agency, we wish to endorse the Housing Authority of the City of St. Louis' application for the Comprehensive Modernization Program which will be submitted to the Area Office of the Department of Housing and Urban Development on or before June 26, 1980.

The application is viewed as yet, another positive step to implementing a more comprehensive plan in the revitalization of the near north side neighborhood. The Agency is pleased to see that the Department of Housing and Urban Development is favoring a comprehensive approach to the revitalization of public housing projects rather than the piece meal approach of the past.

Since some work has already started at the Cochran complex through the Urban Initiative Program, the site is a natural choice for further comprehensive improvement. We encourage HUD to look upon this project favorably since the anticipated results would fulfill a two-fold purpose; the modernization of the public housing complex itself while assisting in the more comprehensive revitalization of the entire DeSoto Carr Area.

Sincerely,



Donald L. Spaid, A.I.C.P.
Director

DLS/psr



JAMES F. CONWAY, Mayor

St. Louis Redevelopment Authority

LAND CLEARANCE FOR REDEVELOPMENT AUTHORITY OF THE CITY OF ST. LOUIS

1300 DELMAR BLVD. • ST. LOUIS, MO. 63103

TELEPHONE 314 • 436-0200

COMMISSIONERS:
EDWARD W. H. DIECKMANN, Chairman
EUGENE F. SLAUGHTER, Vice Chairman
JOSEPH SALMERI, SR., Treasurer
PAUL C. REINERT, S. J., Commissioner
ALEX ABOUSSIE, Commissioner
C. L. FARRIS, Executive Director

June 17, 1980



Mr. Ralph W. Carey
Executive Director
St. Louis Housing Authority
4100 Lindell Boulevard
St. Louis, Missouri 63108

RE: Cochran Gardens Comprehensive
Modernization Application

Dear Ralph:

The Authority is most pleased that you are preparing a Comprehensive Modernization Application to complete modernization activities at the Cochran Gardens Apartments. As you know, we have been active in the DeSoto Carr Urban Renewal Area for many years, and this Urban Renewal Area surrounds Cochran Gardens on all sides.

Near Cochran Gardens many projects are being developed that will result in Cochran having an excellent environment. The public sector is providing a new Community Center, swimming pool, park, playground tennis courts, playfield, Biddle Walkway and a Piazza in front of Historic St. Joseph's Shrine, as well as, 100 new Turnkey housing units. Further, the private sector is developing 500 new market rate housing units utilizing the Urban Development Action Grant (UDAG), a new church, an expanded Fellowship Center as well as industrial and commercial facilities resulting in more nearby jobs. These new developments should make Cochran an excellent place to live, thus making improvements to Cochran a good investment.

On the other side of the coin, we welcome the total renovation of Cochran Gardens because this will help assure the long term viability of all the new surrounding development. The goal of the revitalization of this near northside neighborhood is to develop a mixed use, mixed income area within walking distance of the jobs and amenities available in Downtown St. Louis. This goal cannot be achieved without the completion of Cochran Gardens rehabilitation.

Mr. Ralph W. Carey
June 17, 1980
Page Two

The recently renovated Elderly Tower at Cochran Gardens provides an excellent prototype and clear proof of the potential the buildings have. This, together with its location and the excellent track record of its Tenant Management Corporation, makes Cochran Gardens a natural for the Comprehensive Modernization Program. Thus this Application has our full support.

Sincerely,

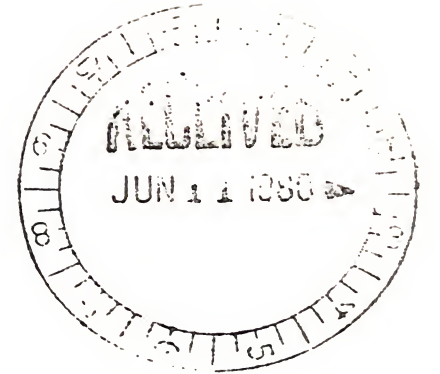

C. L. Farris
Executive Director

cc: Mr. Carl Fox
Mr. Donald L. Spaid

Downtown St. Louis, Inc.

705 Olive Building, Suite 815
St. Louis, Missouri 63101
314 621-5747

June 10, 1980



Mr. Ralph W. Carey
Executive Director
St. Louis Housing Authority
4100 Lindell Boulevard
St. Louis, Missouri 63108

Dear Ralph:

Downtown St. Louis, Inc. formed its Cochran Gardens Committee in 1973 to take an active, advocacy role toward improvements in the quality of life at Cochran Gardens immediately north of downtown.

We have worked closely with the Cochran Tenant Management Corporation, and we applied some four years ago for Community Development Block Grant funds to construct the community center so badly needed by Cochran residents.

Because our application was not funded, we were particularly pleased to see the community center included in the Cochran component of the city's first UDAG application.

Now, we are delighted to see the Housing Authority taking steps to finish the job by applying for some \$15 to \$18 million to carry out the extensive improvements--including the community center--planned in the modernization program the first, \$5 million phase of which was approved and funded by HUD in 1978.

Your current application has the strong endorsement of Downtown St. Louis, Inc. which is a private, not-for-profit organization devoted to development of downtown as the largest employment center and tax generator in metropolitan St. Louis. Our 450 members include businesses and professional firms of all kinds and sizes representing the scope of the St. Louis business community.

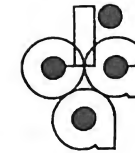
Sincerely,

A handwritten signature in dark ink, appearing to read 'J. A. Baer II'.

J. A. Baer II
Chairman
Cochran Gardens Committee

cc: Mr. Robert Hyland
Mr. Richard F. Ford
Ms. Mabel Coney
The Rev. Karl Hilgert





Saint Louis Regional Commerce & Growth Association
Ten Broadway/Saint Louis, Missouri 63102
314/231-5555

Office of the Executive Vice President

June 11, 1980

Dear Mr. Carey:

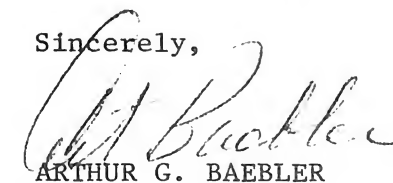
The RCGA is a metropolitan regional organization concerned primarily with economic development of the area through job creation and retention of industry to maintain the existing job base. Due to our experience with business and industry evaluating communities for plant expansion, we are very much aware that the attractiveness of a community is highly important in the criteria of business location factors. Equally important is a focal point of a community, specifically its downtown business district.

For this reason we are very supportive of the St. Louis Housing Authority's proposal to complete the renovation of the Cochran project. This project area not only provides a housing focus in close proximity to the employment center of downtown but is very much interrelated with the redevelopment of downtown itself.

You and your organization and others associated with this project can be assured that RCGA will continue to support this very important redevelopment effort and stand ready to offer our help and assistance in any way that might be necessary to insure its completion.

Continued success on this and the other efforts being undertaken by the Housing Authority.

Sincerely,



ARTHUR G. BAEBLER

AGB/lis

Mr. Ralph W. Carey
Executive Director
Housing Authority of the
City of St. Louis
4100 Lindell Boulevard
St. Louis, Missouri 63108

PANTHEON CORPORATION

409 DEBALIVIERE AVENUE • ST. LOUIS, MISSOURI 63112 • (314) 361-7200

June 16, 1980



Mr. Ralph Carey
Executive Director
St. Louis Housing Authority
4100 Lindell
St. Louis, MO 63108

Re: Renovation of Cochran Apartments

Dear Ralph:

As you know, we are the designated developer on the Columbus Square Project which is immediately adjacent to the Cochran Apartment Public Housing complex. Our plans envision the construction of approximately 500 units of rental and for-sale units as part of that development. We are already proceeding with mortgage submissions and detailed planning for the beginning of construction activities during 1980. The development proposal which our company submitted to the St. Louis Land Clearance for Redevelopment Authority, as well as the City's UDAG proposal, designates the renovation of the Cochran complex as the linchpin to the entire redevelopment of the near North Side.

Obviously, our marketing program is heavily dependent upon a series of positive changes in the Cochran Complex which are part of the comprehensive proposal and part of a renovation program which I understand you have submitted to the Department of Housing and Urban Development. Our confidence in the success of our development will be immeasurably strengthened by the prompt and effective prosecution by the Authority of its program of improvements in the Cochran Complex.

Yours very truly,

PANTHEON CORPORATION


John G. Roach
Vice President

JGR/jb

Mercantile
Trust
Company N.A.

Mercantile Tower
St. Louis, Mo. 63166

**MERCANTILE
BANK**

DONALD E. LASATER
Chairman of the Board
314-425-2521

January 19, 1978

Ms. Bertha Gilkey
Chairperson, Cochran Gardens
Tenant Management Corporation
1121 North 8th Street, Apt. 102
St. Louis, Missouri 63101

Re: Cochran Gardens Recreation/Community Center

Dear Ms. Gilkey:

This letter will confirm my recent conversation with your attorney, Richard Baron, concerning funding for the operations of the recreation/community center which is proposed as part of the Cochran Gardens UDAG Program.

It is my understanding that the center will need \$40,000 to \$50,000 in order to provide a supervised, instructional recreation program for the various age groups at Cochran Gardens. These funds would supplement those which have already been committed by the St. Louis Housing Authority through its Title XX social services program for the operation of the day care center and other community programs.

I am prepared to commit on behalf of Mercantile an amount of \$5,000 per year for the next three years to assist in the operation of the center. I have indicated, additionally, that I will assist in the formation of a group of business leaders and others who I feel confident can raise the additional funds.

It is my strong feeling that the Cochran Tenant Management Corporation using its own initiatives should be able to develop permanent, long-term operating funds for the center once the three year period has ended.

I am pleased that the Cochran Gardens Tenant Management Corporation has joined with the business community in making the UDAG submission to the Department of Housing and Urban Development. Let us hope that it is favorably received.

Very truly yours,

Donald E. Lasater

DEL:at

MINORITY AND FEMALE-OWNED BUSINESS ENTERPRISES

The Comprehensive Modernization Plan for use of minority and female-owned business enterprises is reflective of the Affirmative Action policy for all Authority operations. The Authority has had for many years an established policy of recruiting minorities as both employees and in contracts for services and products. In 1976, the Commission reaffirmed this policy by resolution requiring appropriate staff to monitor the operations of the Authority to assure compliance.

The Authority continues to support the very successful Supported Work Program which has expanded from employment training to contracting with the Authority and others as a not-for-profit for delivery of services which produces income for reinvestment in the program. A primary area in which Supported Work bids competitively is painting. One social service contract provides elderly services in Cochran. To date, this group has serviced 334 female head of households with a remarkable 77% placement rate.

Another female-owned enterprise is the Cochran Janitorial Service which currently has the contract for janitorial service in Cochran using Cochran residents. This corporation is an outgrowth of the very successful minority female Cochran Gardens Tenant Management Corporation which has the management contract for Cochran.

The Authority's competitive bid procedures include immediate notice to Dodge Reports, Business Resource Center and MOKAN, the agency with responsibility for minority business development. Bids are packaged to attract smaller companies to the Authority's program.

In the existing development programs, the Authority has recruited the majority of all minority architects in the city for new construction and substantial rehab. The architect for the existing \$5 million program at Cochran is a minority firm which was also involved in the Master Plan process. Of the two rehab projects already submitted for bid, one contract has been awarded to a minority construction firm.

In the \$3,000,000 Year VI Community Development Block Grant the Authority is contracting approximately 20% to minority firms. Major areas of participation to date have been painting, demolition, electrical and roofing. A prime example is the extensive outreach which resulted in a minority contract of \$60,000 as 15% of the \$400,000 Vaughn Roofing Contract.

The Authority has several modernization programs which are rapidly moving from design stage with bid advertisements expected in late summer and early fall. As with the Comprehensive Modernization Program the Authority will actively recruit for minority and female-owned companies in concert with the existing relationship with MOKAN.

It is the Authority's intent to contract a substantial portion of the construction funds with minority or female-owned firms. To accomplish this, it may be necessary to package bids in feasible sizes or to provide the impetus for coalition, as we have done in the past.